



City of Greenville 2005 Goals

1. **Goal: Form Effective Partnerships**

- A. *Objective: Encourage cooperation and coordination among units of local government in Pitt County*

Action Item #1: Continue to develop effective working relationships with the Pitt County Commissioners and establish an annual meeting date

Responsibility: Mayor, City Council, City Manager

Timeframe: June 2005

Fiscal Note: \$300

Status: A joint meeting of the City Council and County Commission was conducted on October 3, 2005. The agenda included library funding, EMS service update, status report on local option sales tax, transit cooperation, and potential cooperation on joint employee benefit programs. In addition, the Council and Commission discussed federal lobbying efforts and decided to prepare a joint federal agenda with both governments utilizing the lobbying services of The Ferguson Group.

Action Item #2: Continue to work with the Town of Winterville and Greenville Utilities Commission through the joint committee to address mutual issues of growth and utility service

Responsibility: Councilmembers Dunn and Little, City Manager

Timeframe: December 2005

Fiscal Note: To be determined

Status: The joint committee continues to meet every two months. At the October 4, 2005 meeting the committee recommended that the three agencies adopt a resolution establishing growth boundaries and indicating an intent to consider further agreements to define utility and municipal service areas. The Town of Winterville approved the resolution on October 11, 2005; the City of Greenville approved the resolution on October 13, 2005; and Greenville Utilities Commission approved the resolution on October 18, 2005.

Action Item #3: Develop a more mutually beneficial mutual aid agreement with one neighboring fire-rescue department

Responsibility: Fire-Rescue Department

Timeframe: September 2005

Fiscal Note: To be determined

Status: Many of the mutual aid logistical issues with Winterville Fire Rescue have been resolved including proposed areas and targets to which each agency would respond. Greenville Fire Rescue has faced some unexpected hurdles with Pitt County 911 in this initiative. Due to some unexpected changes within the administration of Winterville Fire Rescue, this project has been placed on hold pending final appointment of the Winterville Chief.

Action Item #4: Review current mutual aid agreements with all local law enforcement agencies and make revisions as necessary

Responsibility: Police Department

Timeframe: September 2005

Fiscal Note: To be determined

Status: All mutual aid agreements have been located and are being reviewed by the Assistant City Attorney. The Police Department has current mutual aid agreements with all local law enforcement agencies.

Action Item #5: Work with other local government agencies (East Carolina University, Pitt Community College, Greenville Housing Authority, Greenville Utilities Commission, and Pitt County) to form partnerships for Cooperative Purchase Agreements. These are contracts in which one agency issues contract with the understanding that all of the other agencies will be extended the same prices. Examples of contracts would be vehicles (that are not on state contract), office supplies, and safety supplies.

Responsibility: Financial Services Department

Timeframe: December 2005

Fiscal Note: Anticipated savings

Status: Financial Services staff contacted the agencies listed above and requested a list of their term-contract purchases and commodities that they are buying, excluding purchases from the State of North Carolina Contract. Pitt County is already involved with a Cooperative Purchasing Group called U.S.

Communities. The Financial Services staff have registered to use this free service as well. This will allow the City to buy from any contracts awarded by any U.S. Communities affiliate. Financial Services staff spoke with representatives from Pitt County, Greenville Utilities, and East Carolina University, who have all agreed that we would all include in our bids a clause which states that other governmental agencies will be able to buy from the contract at the stated price. Pitt County has already entered an agreement with GovDeals, and the Financial Services staff with City Council approval implemented this online surplus property bidding service effective October 2005. This service allows citizens to have greater ease in purchasing surplus items, and it creates some consistency between local agencies. Fire/Rescue has purchased three fire/rescue apparatus using a cooperative bid process through the Florida Sheriff's Association.

- B. *Objective: Continue partnership and form new partnerships with businesses, educational institutions, and nonprofits when opportunities exist*

Action Item #1: Identify continuing education needs of the workforce and explore partnerships with educational providers (East Carolina University, Pitt Community College, Shaw University, and others)

Responsibility: Human Resources Department

Timeframe: July 2005

Fiscal Note: To be determined

Status: The City contracted with a faculty member of East Carolina University to conduct a review and assessment of the City's in-house training program. Included in the report were recommendations for external educational opportunities ranging from individual classes to topics that might lead to certifications, CEUs, or college degrees. In partnership with Pitt Community College, the City of Greenville and Greenville Utilities Commission have created PITT PASS. This is a new college prep program specifically geared for adult students who want to return to school. Assistance with class and career choices, placement testing, admissions, and college survival skills will be provided on an individual and small group basis for employees and family members. Sessions will be conducted at the GUC Operations Center and at PCC beginning in January 2006. Additional partnerships will be developed as opportunities and needs arise.

Action Item #2: Meet with President of Pitt Community College to insure coordination of plans

Responsibility: City Manager

Timeframe: May 2005

Fiscal Note: To be determined

Status: City Manager met with PCC President and Vice President for Academics on June 30, 2005. Topics discussed were the new public safety shooting range, PCC purchase of McThrift Building, cable TV channel for PCC, proposed culinary arts program, PCC master growth plan, and traffic concerns around the main campus. Police Chief Joe Simonowich attended the public safety shooting range groundbreaking in September 2005 and serves on the advisory committee for the PCC public safety training center.

Action Item #3: Continue to work with the Pitt County School Board on plans for improvements to Sadie Saulter School and a new school in the Bonners Lane Area

Responsibility: Planning and Community Development Department

Timeframe: October 2005

Fiscal Note: To be determined

Status: At the December 5, 2005 City Council meeting the Chairman and Superintendent of Pitt County Schools presented information requesting that the City continue to cooperate with the Board of Education on the Board's project to expand Sadie Saulter Elementary School. As directed by the City Council at that meeting, City staff is working with representatives of the Board of Education to develop a specific interlocal agreement to cooperate in the expansion of Sadie Saulter School.

Action Item #4: Continue to provide Community Development Block Grant and HOME funding to nonprofit agencies for implementation of the Consolidated Plan

Responsibility: Planning and Community Development Department

Timeframe: June 2005

Fiscal Note: \$200,000

Status: Ongoing effort. Funding in the amount of \$137,000 was awarded to six nonprofit agencies for the 2005-2006 fiscal year. City Council approval of the awards was on May 12,

2005. Funding consideration process for 2006-2007 fiscal year is underway.

2. Goal: Organize City Services to Meet the Needs of the Citizens

A. Objective: *Transition to curbside refuse collection*

Action Item #1: Develop a feasibility study for City Council consideration
Responsibility: Public Works and Financial Services Departments
Timeframe: June 2005
Fiscal Note: No direct cost. Study performed in-house

Status: The feasibility study was completed in November 2005 and presented to the City Council on December 5, 2005.

Action Item #2: Develop an implementation/transition plan for City Council consideration

Responsibility: Public Works Department
Timeframe: September 2005
Fiscal Note: No direct cost. Plan developed in-house

Status: Based on City Council direction at the December 5, 2005 meeting, Public Works Department staff is currently developing an implementation plan for presentation to City Council during its planning session on January 28, 2006 or its regular meeting in February 2006.

Action Item #3: Implement Citywide curbside refuse collection program

Responsibility: Public Works Department
Timeframe: July 2006
Fiscal Note: Estimated direct cost of \$500,000 for rollout carts and loss of approximately \$1,000,000 in annual revenues, based on converting 11,000 accounts from back-yard fee (\$17/mo.) to front-yard fee (\$8/mo.)

Status: Planning a July 2006 implementation. Actual start date will be determined once implementation plan is approved by the City Council.

B. Objective: *Accelerate execution of approved projects*

Action Item #1: Complete formation of Capital Projects Section within the Engineering Division

Responsibility: Public Works Department
Timeframe: September 2005
Fiscal Note: Positions currently budgeted. No new direct cost

Status: The Capital Projects Section Leader position was filled in May 2005, which completes the formation of this section. This Section is comprised of a Civil Engineer II (Section Leader), a Civil Engineer I, and an Engineering Assistant II.

Action Item #2: Develop realistic schedules for Capital Projects

Responsibility: Public Works Department
Timeframe: September 2005
Fiscal Note: No direct cost. Schedules developed in-house

Status: This Action Item is complete. All funded capital projects have established schedules that are documented in the Capital Project Status Report and reviewed every two weeks by the Public Works Director and Engineering Division staff.

Action Item #3: Develop Capital Project reporting system

Responsibility: Public Works Department
Timeframe: January 2006
Fiscal Note: No direct cost. System developed in-house

Status: This action item is complete. The Public Works staff have established schedules for all funded capital projects. These schedules are documented in the capital project status report and reviewed every two weeks by the Public Works Director and Engineering Division staff.

Action Item #4: Conduct regular progress meetings on major Capital Projects

Responsibility: Public Works Department
Timeframe: On-going
Fiscal Note: No direct costs. Currently a part of all ongoing construction contracts

Status: Progress meetings for all active projects are generally scheduled on a monthly basis with City staff, designers, and contractors. In addition, Public Works staff responsible for managing these projects meets every two weeks to share project status and discuss related issues.

C. *Objective: Consider more sharing between City and Greenville Utilities Commission*

Action Item #1: Develop list of areas and resources for potential sharing

Responsibility: Deputy City Manager

Timeframe: May 2005

Fiscal Note: No direct costs. List developed in-house

Status: List completed on May 31, 2005.

Action Item #2: Appoint staff committee to evaluate list

Responsibility: City Manager

Timeframe: October 2005

Fiscal Note: No direct costs. Committee evaluation developed in-house

Status: City Manager reviewing list of potential resource sharing and will discuss with GUC General Manager before proceeding further.

Action Item #3: Develop report for consideration by Greenville Utilities Commission and City Council of areas for potential sharing

Responsibility: Staff Committee

Timeframe: February 2006

Fiscal Note: No direct costs. Study performed in-house

Status: Work on this item will commence after completion of preceding item.

Action Item #4: Develop implementation/transition plan for consideration by Greenville Utilities Commission and City Council

Responsibility: City Manager

Timeframe: June 2006

Fiscal Note: To be determined

Status: Work on this item will commence after completion of preceding item.

D. *Objective: Coordinate services and avoid duplication*

Action Item #1: Appoint staff committee to identify areas of duplication and coordinated services

Responsibility: City Manager

Timeframe: April 2005
Fiscal Note: No direct costs.

Status: Committee appointed on May 5, 2005, with an organizational meeting held on June 2, 2005. E-mail to department heads on June 10, 2005, requesting submittals on areas needing better coordination by June 20, 2005.

Action Item #2: Present report to City Manager outlining areas for coordinated services

Responsibility: Staff Committee
Timeframe: July 2005
Fiscal Note: No direct costs

Status: Final committee report was presented to the City Manager in September 2005. The report contained 27 recommended areas for improvement.

Action Item #3: Develop reorganization plan for coordinated services

Responsibility: City Manager
Timeframe: September 2005
Fiscal Note: To be determined

Status: Planning and Community Development Department reorganized in January 2006, including realignment of Neighborhood Services Division from Police Department to Community Development. On-going discussions are taking place between Public Works and Human Resources Departments on reorganization or reassignment of some building maintenance and custodial functions historically within Human Resources Department. Decisions anticipated during budget process.

E. *Objective: Improve internal training*

Action Item #1: Review existing training programs and develop list of areas in need of improvement

Responsibility: Human Resources Department
Timeframe: May 2005
Fiscal Note: No direct costs. Review completed in-house.

Status: The review and assessment of the City's in-house training program consisted of interviews and written surveys with employees, supervisors, department heads, and the City and

Utilities trainers. The final report listed a number of ideas to contribute to the City's strategic goals. Examples included self-programmed modules on-line for employees' self-directed learning; centralized tracking system for training; greater involvement by employees and supervisors in course topics and development, and increased use of "experts" within the organization to conduct specialized sessions.

Action Item #2: Develop implementation plan for changes to training programs

Responsibility: Human Resources Department

Timeframe: September 2005

Fiscal Note: To be determined

Status: To gain greater involvement by employees and supervisors in developing the training curriculum, the training report recommended the use of a panel of employees and supervisors (known as 'subject matter experts'). This panel will be established in January 2006 to review courses and training materials and to offer suggestions for continual improvement. With input from this group, a preliminary draft of actions and timetables will be developed that considers internal need, workload demands, and cost.

F. *Objective: Keep focus on transition of duties and retraining staff*

Action Item #1: Provide additional educational and development opportunities for incumbent employees to improve skills and preparedness for transition to different positions within the organization

Responsibility: Human Resources Department

Timeframe: On-going

Fiscal Note: To be determined

Status: The PITT PASS program offers educational choices for employees outside the normal internal training program. As the first group of participants completes the initial sessions, their observations will provide useful information for future PITT PASS sessions as well as other educational and development activities. Recommendations from the 'subject matter experts' and from the training program report itself also will be used to identify and select appropriate methods for improving and diversifying job skills of incumbent employees.

G. *Objective: One-stop shop for permits*

Action Item #1: Prepare a list of permits issued by the City that require multiple stops

Responsibility: Public Works, Planning and Community Development,
and Financial Services Departments

Timeframe: April 2005

Fiscal Note: No direct costs. Identification of permits performed in-house

Status: A list of activities requiring multiple stops has been developed and is currently being reviewed by the Public Works, Planning and Community Development, and Financial Services Departments. The two areas of major concern involve first the development process (site plans, building permits, inspections, etc.). These processes will be improved when staff moves to the new Administrative Facilities. Secondly, plans for bringing the management of cemetery operations (to include lots sales and permit issuance) under a single department are being developed by Public Works, Financial Services, and the City Clerk's Office. It is anticipated that all responsibilities will be located within the Public Works Department on a trial basis by March 2006.

Action Item #2: Prepare a report defining the impact of changes in multiple stop permitting – report to City Council

Responsibility: City Manager

Timeframe: September 2005

Fiscal Note: No direct costs. Study performed in-house.

Status: Work on this item will commence after completion of preceding item.

Action Item #3: Develop implementation/transition plan for agreed-upon changes

Responsibility: City Manager

Timeframe: January 2006

Fiscal Note: No direct costs. Plan developed in-house

Status: Work on this item will commence after completion of preceding item.

Action Item #4: Implement agreed-upon changes

Responsibility: City Manager

Timeframe: July 2006

Fiscal Note: Direct costs may be involved dependent on plan

Status: Work on this item will commence after completion of preceding item.

3. **Goal: Increase the Technological Capability of the City**

A. *Objective: Track citizen concerns*

Action Item #1: Perform a needs assessment for an internal and external (web-based) system where citizens can log concerns and track the progress/status of their specific item registered by telephone, web page, or talking with a staff member. Internal system will provide routing of concern to specific area of the City for resolution.

Responsibility: Information Technology Department, City Manager

Timeframe: June 2005

Fiscal Note: No direct costs.

Status: Meetings were held in early 2005 to discuss the need for citizens to be able to log requests via the City of Greenville website or by phone. Multiple solutions for web applications were investigated by the Information Technology Department, and it was initially determined that the City would purchase and deploy the HTE Citizen Request Tracking software since it could later be integrated with the Work Order module to provide citizens with updated information.

Action Item #2: Select a software solution

Responsibility: Information Technology Department

Timeframe: September 2005

Fiscal Note: Cost will range from \$8,000 to \$20,000 depending upon the chosen solution

Status: After further analysis of the HTE Citizen Request software, it was determined that it lacked many features that will be needed to track citizen requests. Through demonstrations of other citizen tracking software products, better requirements have been developed and a software product called “InTouch” is currently being evaluated. This product will provide a good solution for phone and web-based citizen requests. Deployment of the system is expected in late spring of 2006 with full deployment by the end of the summer.

B. *Objective: Enhance City web*

Action Item #1: Complete new page design, install content management system, convert existing web page content, train users on new content management system, and have users begin updating existing web information and providing new information.

Responsibility: Information Technology Department

Timeframe: April 2005

Fiscal Note: \$25,000 (in current budget)

Status: The new City web page was implemented on April 25, 2005. Over 60 City staff members were trained in the web content management system. Designated departmental content managers are maintaining and adding new information to the web page on a regular basis.

Action Item #2: Work with users on prioritizing their web topics, perform needs assessment for web-based software applications, select software applications and Click-to-Gov tools, and implement back-end software applications as needed.

Responsibility: Information Technology Department

Timeframe: August 2006

Fiscal Note: \$150,000 to \$250,000 cost of software and hardware

Status: Meetings with department liaisons were held in June 2005 to develop a draft list of needs for web-based applications. Initial applications for implementation will be citizen concern tracking, occupational license, code enforcement, building permits, and building inspections. The City's new Web Analyst started work in October 2005. Work then began to provide a Web-based Building Permits process that will allow the building community to check the status of a permit, schedule an inspection, and apply for a permit via the City's Web Page. A pilot process will be performed in January 2006, and the full permitting process should be available for the building community in March 2006. Upon completion of the Building Permits web project, work will begin to provide Occupational License payments via the Web.

C. *Objective: Building Inspections technology enhancements*

Action Item #1: Assess the existing business environment of the permitting and inspections process and determine where efficiencies and streamlined processes can be implemented.

Responsibility: Information Technology Department and Building
Inspections Division

Timeframe: May 2005

Fiscal Note: No direct cost to perform assessment.

Status: Meetings were held last spring between Information Technology and Building Inspection staffs to determine technology needs for efficiency and streamlining of operations. The following concerns were found to exist:

- A. Address data in the Land Management File is not consistent with other address databases.**
- B. Manual processes need to be automated and streamlined**
A product called LGAddress has been implemented to update addresses in the Land Management File as they are created by Public Works. The LGAddress product updates the Street Dictionary used in permitting as well. Owner data is now being updated automatically through an interface between County tax layer data and the Land Management File. City staff has worked to clean up most of the addresses for permitting done in 2005. Consultant from HTE reviewed process and configurations and made adjustments to the permitting system, mainly in the plan review process.

Action Item #2: Select field computing hardware and implement HTE Field Inspections software applications

Responsibility: Information Technology Department and Building
Inspections Division

Timeframe: November 2005

Fiscal Note: \$35,000

Status: The laptops for the field have been purchased and set up for Building Inspections. The decision on the wireless access provider was scheduled to be completed in July, but additional configurations, setup, and testing by the wireless provider delayed the project. Field Inspections software has been configured and is ready for implementation. The Field Inspections hardware and software is being piloted by members of Building Inspections and is working well. Further training is needed before going live with Field Inspections in February 2006.

Action Item #3: Perform needs analysis for Click-to-Gov web permitting and implement HTE Click-to-Gov web permitting software application

Responsibility: Information Technology Department and Building
Inspections Division

Timeframe: March 2006

Fiscal Note: \$35,000

Status: Needs analysis was performed in early 2005 and it was determined that Information Technology staff needs to do some configuration modifications to the software to provide the backend solution for the Click2Gov software. A server was purchased and implemented for the Click2Gov software. A pilot for Web Permitting has been established via the City's Web Page. Additional functionality is being added to support the full permitting process. A merchant account is being acquired and once set up, payments will be taken for permits via the Web. The Web process will be live in March 2006. Interactive Voice Response demos for permit inquiry via the telephone have taken place. A vendor has not been selected at this point. More demos will be required before a solution is settled upon. Findings are that this will be quite an expensive product.

D. *Objective:* Consider technology enhancements in other departments

Action Item #1: Evaluate a system for City Council agenda automation

Responsibility: City Manager, City Clerk, and Information
Technology Department

Timeframe: September 2005

Fiscal Note: To be determined

Status: Staffs from the City Manager's Office, City Clerk's Office, and the Information Technology Department have previewed four different computer software programs designed to aid in agenda automation. Contacts have also been made with several other local governments who have instituted automated agendas. The program's previewed are being evaluated to determine which one will best meet the needs of the City of Greenville. Implementation will be discussed with the City Council and implementation will be considered as part of the move to the new City Hall.

- Action Item #2: Transition Planning and Community Development Department public meeting presentations into electronic format
- Responsibility: Planning and Community Development Department
Timeframe: April 2005
Fiscal Note: No additional direct costs.
- Status: Task completed in May and now fully implemented.**
- Action Item #3: Assess the feasibility of allowing employees to be able to access their pay information from a personal computer. This enhancement would eliminate time and effort spent on printing direct deposit stubs and then stuffing them into envelopes.
- Responsibility: Coordination between Financial Services, Information Technology, and Human Resources Departments
Timeframe: July 2005
Fiscal Note: To be determined
- Status: The Information Technology Department introduced an HTE module to Human Resources staff, which would allow employees to review all pay stub information (i.e. pay and benefit elections). Upon evaluation by Human Resources, it was determined that employee access through the City's current HTE software would not be beneficial or effective for our needs. Other vendors that provide compatible software will be identified, and demos will be arranged to assess the potential capability.**
- Action Item #4: Move forward with the necessary steps to establish Positive Pay. Positive Pay will improve the current process of printing and distributing accounts payable checks and aid in eliminating the possibility of fraud.
- Responsibility: Financial Services Department
Timeframe: December 2005
Fiscal Note: \$7,500
- Status: Staff has implemented 100% Positive Pay effective April 2005. This system has provided the City with protection against unauthorized disbursements and fraudulent checks.**
- Action Item #5: Work with Wachovia Bank and City vendors to initiate on-line payables.
- Responsibility: Financial Services and Information Technology Departments

Timeframe: December 2005
Fiscal Note: To be determined

Status: On-line payables work hand in hand with Positive Pay (discussed in previous Action Item). Staff has implemented 100% Positive Pay effective April 2005. Weekly, on Thursday mornings, Financial Services performs an upload to Wachovia detailing amounts and vendors that are to be paid in that given week. Checks are in turn cut and distributed to the respective vendors by Payformance (a vendor through Wachovia). This service has allowed for an easier migration to electronic payments and has given the Financial Services Department opportunities for reallocating staff time.

4. **Goal: Develop Understanding and Broader Citizen Participation in City Government**

A. *Objective: Develop a Citizens Academy*

Action Item #1: Research successful models within North Carolina and the nation

Responsibility: Public Information Officer
Timeframe: July 2005
Fiscal Note: No direct cost

Status: Research was conducted and analysis completed prior to July 31, 2005.

Action Item #2: Develop curriculum, written materials, schedule, etc.

Responsibility: Public Information Officer
Timeframe: October 2005
Fiscal Note: No direct cost.

Status: Schedule is set. Curriculum outlines are nearly complete. Final written materials (as needed) to be completed by presenting departments prior to start of the Academy.

Action Item #3: Advertising and promotion of the Academy and first class

Responsibility: Public Information Officer
Timeframe: January 2006
Fiscal Note: \$5,000 for initial startup, \$2,000 on-going

Status: Public Information Office will present complete plan to City Manager in January 2006, then to City Council in a February

2006 meeting. Cost analysis is underway to figure out funding amount to request from Council.

Action Item #4: Develop "Planning 101" curriculum for board members and citizens

Responsibility: Planning and Community Development Department

Timeframe: December 2005

Fiscal Note: \$3,000

Status: Compiled a Draft Citizens Participation Handbook of planning-related materials including 42 items. Staff met with the Public Information Officer and other department representatives (Police, Neighborhood Services, Manager's Office) to discuss process and outline for a Citizens Academy scheduled for early 2006 (February-March) start of multi-month program. Public Information Office is coordinating a "Citizens Academy" that will include a Planning segment.

B. *Objective: Develop a Youth Council*

Action Item #1: Research successful models within North Carolina and the nation

Responsibility: Human Relations Council

Timeframe: July 2005

Fiscal Note: No direct cost

Status: Staff completed research of models and shared this information with the Human Relations Council. After reviewing this information the Human Relations Council passed a resolution at its June 2005 meeting to endorse the creation of the Youth Council.

Action Item #2: Develop curriculum, written materials, schedule, etc.

Responsibility: Human Relations Council, City Clerk

Timeframe: October 2005

Fiscal Note: To be determined

Status: The Youth Council was established by resolution of City Council on August 11, 2005 and initial members were appointed on December 5, 2005. A group of eight youth, several of those members of the newly established Youth Council, attended a Youth Summit that was a part of the North Carolina League of Municipalities Conference in October 2005 in Hickory. In December four youth attended the National League of Cities Conference in Charlotte. The

first meeting of the Youth Council was conducted on December 12, 2005 and officers elected at that time. The Youth Council is working on bylaws and plans to meet two times a month on the second and fourth Monday at 6:30 p.m.

C. *Objective: Better distribution of existing City-originated public information*

Action Item #1: Consider feasibility and costs of broadcasting other City meetings conducted in the Council Chambers

Responsibility: Public Information Officer

Timeframe: September 2005

Fiscal Note: To be determined

Status: Broadcasting additional meetings can be accomplished, but additional staffing in the Public Information Office would be required. Addition of another staff member (Video Production Technician) to accomplish this and the next Action Item will be requested in the 2006-2007 budget process. Also the upgraded equipment in the new City Hall will facilitate expanding the number of meetings to be broadcast on Channel 9.

Action Item #2: Research feasibility of in-house production of newscasts, special events, informational videos, etc.

Responsibility: Public Information Officer

Timeframe: December 2005

Fiscal Note: Video studio/field production hardware –\$200,000; video production technician - \$50,000

Status: \$35,000 worth of equipment has been ordered. Additional equipment is slated to be ordered in the coming weeks using existing money. Supplemental funds of around \$10,000 may be required to allow staff to do extra things such as the special ability to broadcast live multi-camera events from locations other than Council Chambers. Given the scope of other projects run by the Public Information Office (International Festival, Citizens Academy, etc.), there will be a limited ability to utilize this gear while maintaining the current workload of events, publications, and other duties currently carried out by the Office. In order to fully utilize this medium, the addition of a Video Production Technician is necessary.

Action Item #3: Use utility bill to disseminate parking and business license information. Action at each renewal for license and periodically informing the public of licensing requirements and parking issues.

Responsibility: Financial Services Department

Timeframe: June 2005

Fiscal Note: Minimal cost

Status: Business License Renewal notices were sent during the month of June 2005, and that information was included on the June utility bill. The merchants, visitors, and ECU students were notified about the parking information from The City's webpage and the August utility bills. Staff will continue to use this means of communication to disseminate information to the public.

5. **Goal: Enhance Diversity**

A. *Objective: Reorganize government to reflect the community we serve*

Action Item #1: Appoint a staff committee to update and expand the City's Affirmative Action Statement

Responsibility: City Manager

Timeframe: April 2005

Fiscal Note: No direct cost

Status: The City Manager appointed Committee members in May. The Committee first met on June 3 to begin its work.

Action Item #2: Present revised Affirmative Action Statement to City Council

Responsibility: Human Resources Department

Timeframe: December 2005

Fiscal Note: No direct cost

Status: Revised Affirmative Action Statement prepared by employee committee was accepted by the City Council at the December 5, 2005 meeting. Amendment to Personnel Policies Resolution was approved at the January 9, 2006 City Council meeting.

Action Item #3: Provide additional educational and development opportunities for incumbent employees to improve preparedness for promotion

Responsibility: Human Resources Department
Timeframe: On-going
Fiscal Note: To be determined

Status: Recommendations from the Affirmative Action Statement Committee and the training program report included increased opportunities for “cross-training” and preparatory training for emerging supervisors and crew leaders. The PITT PASS program will be used as a tool; new/modified existing coursework will be offered internally in the upcoming year. Fire/Rescue has started providing workshops prior to the start of a promotional process to orient the candidates to the process being used.

Action Item #4: Support the work of the Greenville Fire-Rescue employee recruitment team

Responsibility: Fire-Rescue Department
Timeframe: On-going
Fiscal Note: \$3,500

Status: The 18-member team is divided into Marketing, Process, and Youth Teams. A new written entrance exam was selected, a revised physical abilities test was designed, a new panel interview process was established, and an Explorer Post for those 14-18 years old was initiated. Compared to the three employment processes held in 2004, the single 2005 process yielded an 80% increase in the number of persons taking the written exam. This included increases of 335% for minority males, 140% for non-minority females, and 700% for minority females.

Action Item #5: Plan and host an MWBE Workshop for MWBE vendors to come together and learn how to do business with the City. Develop relationships and directories of businesses for the web and public.

Responsibility: Financial Services Department
Timeframe: November 2005
Fiscal Note: \$4,000

Status: Saturday, February 4, 2006, has been set to host an MWBE Workshop. Financial Services staff have spoken with ECU, Pitt County, GUC, State HUB Office, and SBTDC, and all of these agencies have committed to participate. Financial Services has mailed out a survey to all MWBE certified vendors to determine the type of information they would like

to have at the workshop and also the time of day they would like to have the workshop. These workshops will be offered annually through the City's training office and held at the Gardner Training Center.

B. Objective: *Celebrate the diversity of our citizens*

Action Item #1: Emphasize opportunities for different ethnic/racial groups to come together in positive opportunities through the programs sponsored by the Human Relations Council.

Responsibility: Human Relations Council

Timeframe: On-going

Fiscal Note: Funds included in current budget

Status: Efforts ongoing. Best-Irons Banquet was held in February 2005 and plans are underway for the 2006 Banquet. City staff were involved in planning the Community Unity Breakfast on January 16, 2006.

Action Item #2: Increase participation in existing positive opportunities through public awareness, publicity, and targeted outreach efforts. Examples include, but are not limited to, the International Festival, Sunday in the Park, and July 4th Celebration.

Responsibility: Public Information Officer

Timeframe: On-going

Fiscal Note: Funds included in current budget

Status:

- A) International Festival – organized, planned, and completed on April 16, 2005. Considered to be successful.**
- B) Sunday in the Park – started on the first Sunday in June and ended on July 31. Crowds averaged over 1,000 per performance.**
- C) Fourth of July – coordinated and completed. Estimated to be one of the largest crowds ever with over 20,000 in attendance.**
- D) Varied youth and adult recreation programs –planned and conducting 500 different programs for the year, all successfully completed.**

The Public Information Officer (PIO) is pursuing opportunities to advertise special events in publications and cable channels that target minority communities. For example, the PIO has set up special meetings to facilitate better coverage from minority media outlets to encourage minority involvement in the MLK, Jr. Drive streetscape planning. The PIO has appeared on “Minority Voices” TV show to personally encourage minority involvement in this and other projects as well as the City’s Boards and Commissions. Furthermore, an effort is underway to continue to try to reach out to as diverse an audience as possible through the International Festival’s entertainment offerings, student booths, and vendor representation.

6. Goal: Emphasize the Importance of Neighborhood Stabilization and Revitalization

A. *Objective: Preserve/prevent deterioration of single-family neighborhoods for more sustainable communities*

Action Item #1: Create a Rental Property Registration and Certification Program
(See Task Force on Preservation of Neighborhoods and Housing [TFPNH] recommendation #1)

Responsibility: Planning and Community Development Department,
Information Technology Department, and Neighborhood
Services Division

Timeframe: January 2006

Fiscal Note: \$53,000.00

Status: Neighborhood Services will monitor this item once Action Item #2 below has been completed.

Action Item #2: Create a Code Enforcement Tracking System and Rental Property
Database (See TFPNH recommendation #2)

Responsibility: Planning and Community Development Department,
Information Technology Department, and Neighborhood
Services Division

Timeframe: January 2006

Fiscal Note: \$58,000.00

Status: City Council appropriated funds in the 2005-2006 budget for complaint tracking software. With the transfer of the Neighborhood Services unit to the Community Development Department, this item will be reviewed and combined with

other efforts to develop a tracking system to monitor all land use violations.

Action Item #3: Revise the City's Code Enforcement and Appeals Process to promote consistency and capture the true cost of enforcement (See TFPNH recommendation #3)

Responsibility: Planning and Community Development Department and Neighborhood Services Division

Timeframe: July 2005

Fiscal Note: \$85,000.00

Status: This item will be completed during 2006 once Neighborhood Services unit is transferred to the Community Development Department. Neighborhood Services is to take the lead in this item.

Action Item #4: Revise ordinances related to parking on unimproved surfaces to allow for on-the-spot ticketing; establish routine patrols (See TFPNH recommendation #4)

Responsibility: Planning and Community Development Department and Neighborhood Services Division

Timeframe: July 2005

Fiscal Note: \$88,400.00

Status: Completed. City Council approved the necessary ordinance amendment on June 9, 2005.

Action Item #5: Revise ordinances related to noise to apply to all manner of disruptive noise; allow for on-the-spot ticketing (See TFPNH recommendation #5)

Responsibility: Planning and Community Development Department and Neighborhood Services Division

Timeframe: August 2005

Fiscal Note: \$3,000.00

Status: Completed. Ordinance amendments were adopted by City Council on September 8, 2005.

B. *Objective: Set up pilot project in T.R.U.N.A. and all areas of City to increase homeownership*

Action Item #1: Create economic incentives to encourage reinvestment in established single-family neighborhoods (See TFPNH recommendation #7)

Responsibility: Planning and Community Development Department and
Neighborhood Services Division

Timeframe: July 2005

Fiscal Note: \$60,000.00

Status: City Council appropriated \$30,000 in the 2005-2006 budget for a homeownership program as recommended by the Neighborhood Task Force. Community Development will propose a program in February 2006 to the Affordable Housing Loan Committee. It is expected that this will be considered by City Council in March 2006.

Action Item #2: Develop and empower neighborhood associations, including financial assistance to train leaders and build organizational capacity (See TFPNH recommendation #8)

Responsibility: Planning and Community Development Department and
Neighborhood Services Division

Timeframe: September 2005

Fiscal Note: \$71,000.00

Status: Neighborhood Services will take the lead and develop a program by July 2006. Neighborhood Services has worked with a number of neighborhoods to either implement or revitalize their neighborhood associations. Neighborhood Services updated a guideline book to be used by neighborhood associations. Neighborhood Services is also working on developing a citywide association of neighborhoods. Additional financial resources will be needed to fully implement this Action Item/TFPNH recommendation.

Action Item #3: Develop and adopt neighborhood plans to guide policy and investment decisions in older, established single-family neighborhoods (See TFPNH recommendation #9)

Responsibility: Planning and Community Development Department

Timeframe: July 2005 – On-going

Fiscal Note: None

Status: This project was put on hold last June as a result of key staff resignations. Expect to commence neighborhood planning process in early 2006.

C. *Objective:* *Identify ways to assist neighborhoods to convert multi-family to single-family*

Action Item #1: Rezone predominantly single-family use neighborhoods to an “S district” classification (See TFPNH recommendation #6)

Responsibility: Planning and Community Development Department

Timeframe: May 2005 – December 2005

Fiscal Note: \$4,500.00

Status: General boundaries were identified in May 2005; 7,215 parcels; 10 project areas. Rezonings completed to date:

- 1. Tar River/University Neighborhoods**
- 2. Elmhurst/Englewood Neighborhoods**
- 3. Red Oak/Oakdale Neighborhoods**
- 4. Greenfield Terrace/North River Estates**
- 5. College Court/Colonial Heights Neighborhoods**

Action Item #2: Acquire substandard multi-family housing units for demolition or conversion to single-family owner-occupied dwellings; demolish or convert 10 units over the next two years

Responsibility: Planning and Community Development Department

Timeframe: 2005-2007

Fiscal Note: \$800,000.00

Status: Community Development staff is currently working to convert or demolish four substandard duplex units that have been acquired. Acquisitions of 11 additional units are pending.

D. *Objective:* *More new housing in the 45-Block Revitalization Area*

Action Item #1: Obtain buildable lots for construction of new housing units; construct 12 new houses for owner occupancy over the next two years

Responsibility: Planning and Community Development Department

Timeframe: December 2006

Fiscal Note: \$660,000.00

Status: Construction on four homes in the 45-Block Area began in September. Construction completed in January 2006. Additional plans are being considered. RFP (Request for Proposals) for new construction in January 2006. Award of lots in March 2006 to build additional units.

E. *Objective: Stay focused on revitalization block-by-block (MLK Jr. Drive)*

Action Item #1: Continue to conduct activities on block-by-block basis, with bi-monthly updates to City Manager and City Council; focus on acquisition, demolition, new construction, and infrastructure improvements

Responsibility: Planning and Community Development Department

Timeframe: On-going

Fiscal Note: \$1,500,000.00

Status: Regular meetings with the City Manager's Office with bimonthly updates. Summary of activities underway and completed are also being shared with City Council bimonthly.

F. *Objective: Expand loan program for conversion of rental property*

Action Item #1: Convert rental properties to owner-occupied housing; develop a Citywide down payment assistance program to assist 20 homebuyers over the next two years

Responsibility: Planning and Community Development Department

Timeframe: December 2006

Fiscal Note: \$100,000.00

Status: Funds are available in the 45-Block Area for this activity. Two such conversions have been completed and Community Development staff is currently working with another tenant to complete an additional conversion.

G. *Objective: Have open lines of communication with Greenville Housing Authority – monitoring Section 8 distribution*

Action Item #1: Hold quarterly staff meetings with Greenville Housing Authority to discuss mutual issues and goals related to redevelopment and housing

Responsibility: Planning and Community Development Department

Timeframe: On-going

Fiscal Note: No direct cost

Status: Community Development staff began meeting with the GHA Executive Director in April 2005. Also working with GHA staff to educate GHA residents on homeownership for those who currently have Individual Deposit Accounts (IDA's). The funds in an individual's IDA can be used for down payment on a home.

H. *Objective:* *Assisted living*

Action Item #1: Partner with developer(s) to develop and construct an assisted living center for elderly citizens in the 45-Block Revitalization Area

Responsibility: Planning and Community Development Department

Timeframe: December 2006

Fiscal Note: Land acquisition and development costs to be determined

Status: Community Development staff has had discussions with several developers to identify the most appropriate site for such a facility. Further discussion and investigations are being undertaken for sites and qualified developers.

I. *Objective:* *Follow through on plans (i.e. Parks/Recreation Plan, neighborhood parks)*

Action Item #1: Amend the subdivision and zoning regulations to require recreation and open space reservations and/or dedications based on population impact

Responsibility: Planning and Community Development Department

Timeframe: July 2005

Fiscal Note: None

Status: Amendments were initially submitted to the Planning & Zoning Commission in October. A Planning & Zoning Commission special workshop meeting was held in November. The Recreation and Parks Commission considered the proposed amendments on January 11, 2006; Planning & Zoning Commission final consideration is scheduled for February 21, 2006; and a City Council public hearing is scheduled for March 9, 2006.

Action Item #2: Develop a financial and implementation plan for neighborhood parks

Responsibility: Recreation and Parks Department

Timeframe: July 2006

Fiscal Note: None

Status:

A) \$50,000 approved by City Council for first phase of development of park on Firetower Road. Drainage and soil erosion plan developed. First phase of development to begin in April 2006, which will include parking,

playground equipment, picnic shelter, and open playing area.

- B) \$10,000 approved by City Council for park on Tobacco Road. Land lease executed; playground equipment purchased and installed; playground completed in November 2005.**
- C) \$80,000 for development of park in Red Oak-Oakdale Subdivisions. Drainage and erosion plan completed. Public Works is now in the process of getting bids for the first phase of development. Development to start in April 2006.**

Action Item #3: Update and amend the Parks Comprehensive Master Plan

Responsibility: Recreation and Parks Department

Timeframe: July 2007

Fiscal Note: \$30,000.00

Status: \$30,000 requested in the Capital Improvement Program for 2006. If funded, agency will be chosen after July 2007 to do the update.

Action Item #4: Prioritize the need and locations of neighborhood parks

Responsibility: Recreation and Parks Department

Timeframe: July 2007

Fiscal Note: None

Status: This item will be included in the update of the Master Plan. See previous Action Item.

J. *Objective: Develop a 20-30 year land plan*

Action Item #1: On an annual basis, conduct an internal review of the goals, objectives and implementation actions of the Horizons Comprehensive Plan

Responsibility: Planning and Community Development Department

Timeframe: December 2005

Fiscal Note: No direct cost

Status: The Horizons Comprehensive Plan is continually maintained by the Planning Department; text and map amendments are prepared on an ongoing basis as required by directive of City

Council. Planning staff will work with Recreation and Parks staff on a 20-30- year land plan in conjunction with the proposed update of the Parks Master Plan.

Action Item #2: Every five years, conduct an update of the Horizons Comprehensive Plan; amend goals, objectives, and implementation actions as necessary

Responsibility: Planning and Community Development Department

Timeframe: Begin update process in 2007

Fiscal Note: No direct cost

Status: City Council adopted the most recent update to the Horizons Comprehensive Plan in February 2004. The plan is scheduled for a five-year update in 2009. The process to begin the five-year update will begin in 2007.

K. *Objective: Identify land needs around South Central High School*

Action Item #1: Update report entitled “Existing and Future Potential Residential Development in SW Greenville”; collect, analyze and monitor data

Responsibility: Planning and Community Development Department

Timeframe: July 2005

Fiscal Note: No direct cost

Status: Planning staff has compiled additional information on demographic and development projections for the Southwest Area (generally, the area south of Greenville Boulevard and Highway 13, and west of Highway 11.) An update was provided to the Planning and Zoning Commission in May 2005.

Action Item #2: Develop an area plan for the southwest quadrant of the City’s planning jurisdiction, pursuant to the Horizons’ recommendations re: vision area planning

Responsibility: Planning and Community Development Department

Timeframe: September 2005

Fiscal Note: No direct cost

Status: Planning staff is preparing a draft Southwest Area Plan for review by the Planning and Zoning Commission. The Plan will act as an extension of the Horizons Comprehensive Plan and will contain detailed land use, zoning, and policy recommendations to direct the future growth and development of the Southwest Area. The draft plan is

scheduled to be presented to the Planning and Zoning Commission at a future date dependent on availability of staff (i. e. contingent on filling vacant positions.)

L. *Objective: Disposition of excess property*

Action Item #1: Dispose of any excess property in the 45-Block Revitalization Area

Responsibility: Planning and Community Development Department

Timeframe: December 2006

Fiscal Note: Minimal direct cost

Status: Staff continues to inventory City-owned properties within the 45-Block Area to determine which ones can be combined for suitable building sites. Parcels will be combined to create buildable lots for new homes or if determined to be substandard will be offered for sale to adjacent property owners.

Action Item #2: Develop a citywide program for identification and disposal of unused City properties for sale, with regular notices of availability

Responsibility: Planning and Community Development Department

Timeframe: July 2005

Fiscal Note: To be determined

Status: See response to preceding Action Item. As land is inventoried that is not part of the 45-block program, long-term objectives for identified land will be assessed by all City departments and appropriate action taken to market available properties for sale.

7. **Goal: Promote Economic Development in the City**

A. *Objective: Support and advocate investment for a vibrant and prosperous Center City*

Action Item #1: Adopt and implement the *Center City – West Greenville Revitalization Plan* as the guiding framework plan for future City activities and investment.

Responsibility: Redevelopment Commission, City Council, and Affordable Housing Loan Committee

Timeframe: May 2005

Fiscal Note: \$5 million initial City investment with bond funds

Status: The Center City Revitalization Plan was adopted by City Council on September 8, 2005. The West Greenville Certified Redevelopment Plan is to be considered by City Council in March 2006.

Action Item #2: Foster partnerships with East Carolina University and Uptown Greenville for expanded uptown developments

Responsibility: Planning and Community Development Department

Timeframe: On-going

Fiscal Note: To be determined

Status: The Hotel/Alumni Center Project remains in the planning stage with ECU in the lead. Streetscape plans and design standards for the uptown area are under development by the Redevelopment Commission and City staff.

Action Item #3: Explore acquiring former Park Theater for a community performing arts theater

Responsibility: City Manager

Timeframe: September 2005

Fiscal Note: To be determined

Status: Discussions with Uptown Greenville and the newly formed Magnolia Arts Center community theater group are ongoing. Information has been assembled on community theaters in Farmville, Rocky Mount, and Wilson.

B. *Objective: Promote opportunities for small and minority businesses*

Action Item #1: Hold a business fair with Chamber of Commerce, Uptown Greenville, etc. to promote awareness and help create opportunities for small and minority businesses

Responsibility: Financial Services Department

Timeframe: October 2005

Fiscal Note: \$1,000

Status: This Action Item should be combined with Goal 5, Objective A, Action Item #5. All of the agencies referenced in this Action Item will be invited to participate in the workshop offered on February 4, 2006.

Action Item #2: Revise/update City's current MWBE program to increase and enhance outreach to small businesses

Responsibility: Financial Services Department

Timeframe: April 2006

Fiscal Note: To be determined

Status: Currently, the Purchasing staff is working on implementing the reporting required by the State. The implementation of the required reporting will require Purchasing staff in conjunction with the departments to have data available to use to determine areas that need concentrated efforts. Purchasing staff is currently working to update the MWBE Directory, which will be completed in April 2006. The new updates to the directory will make it more user-friendly, as well as offer more detailed information to assist small businesses with their efforts to do business with the City of Greenville.

C. *Objective: Promote the City to retain and expand business/industry and provide quality jobs*

Action Item #1: Continue to work closely with Pitt County Development Commission, Chamber of Commerce, East Carolina University, Pitt Community College, University Health Systems, and others to retain and expand business and industry and to encourage job creation with full benefits

Responsibility: City Manager

Timeframe: On-going

Fiscal Note: To be determined as needed

Status: On June 6, 2005, the City Council approved an agreement to assign Deputy City Manager Marvin Davis to work on business retention and expansion with the Pitt County Development Commission. The City Council on August 11, 2005 approved an appropriation of \$10,000 for two years as the City's contribution to establish a regional office of the North Carolina Biotechnology Center. On January 3, 2006 the North Carolina Biotechnology Center Eastern Regional Office opened in Greenville.

8. **Goal: Provide a Safe Community**

A. *Objective: Create and implement community policing policies that increase public contact and improve the perception of the Police Department*

Action Item #1: Analyze current police service and allocation of resources in order to structure the Department to best provide community policing

Responsibility: Police Department
Timeframe: December 2005
Fiscal Note: No direct cost

Status: The Police Department has completed a calls for service analysis. The Department reviewed the structure and operations of other departments who have demonstrated successful community-oriented policing programs. Final implementation of restructuring the Department will not be completed until a new Chief of Police is hired. This will allow the new Chief to structure the Department consistent with his/her community policing and management philosophies.

Action Item #2: Allocate resources supported by analysis into the City budget

Responsibility: Police Department
Timeframe: July 2006
Fiscal Note: To be determined

Status: Any reallocation of resources will be implemented upon hiring a new Chief of Police.

Action Item #3: Increase public contact by the command staff of the Police Department by attendance at more community organization meetings

Responsibility: Chief of Police
Timeframe: On-going
Fiscal Note: No cost

Status: During 2005 the Police Department command staff attended and participated in 175 community organization meetings of over 30 separate groups.

B. *Objective: Become more active in the prevention of juvenile violence in the community*

Action Item #1: Implement Eddie Eagle program in conjunction with the Project Safe Neighborhoods and Department of Justice

Responsibility: Police Department
Timeframe: July 2006
Fiscal Note: To be determined

Status: Juvenile officers and school resource officers have reviewed the Eddie Eagle program. Presentations have been made at daycares, and officers continue to evaluate the program.

Action Item #2: Develop partnerships within the community and schools to implement an anti-bullying program in the schools

Responsibility: Police Department
Timeframe: December 2005
Fiscal Note: To be determined

Status: Police officers met with school officials to discuss the development of program(s) that might be implemented in or in conjunction with the Pitt County Schools. The school system has been reluctant to allow time and resources above and beyond what is set aside for the DARE program.

C. *Objective: Strengthen crime prevention efforts by increasing participation in community watch programs*

Action Item #1: Coordinate district officer participation with community watch programs

Responsibility: Police Department
Timeframe: July 2005
Fiscal Note: Some overtime cost to be determined

Status: Police Department supervisors coordinated with crime prevention officers to flex schedule and ensure that two or more district officers are represented at all community watch meetings.

Action Item #2: Develop strategies with community watch leaders to advertise community watch meetings and activities

Responsibility: Police Department
Timeframe: December 2005
Fiscal Note: To be determined

Status: Officers attending community meetings have worked on and implemented various strategies within given neighborhoods. In some neighborhoods, there have been successes in increasing participation in the programs.

Action Item #3: Develop and implement new crime prevention programs for community watch and other community based functions

Responsibility: Police Department

Timeframe: March 2006

Fiscal Note: Minimal direct cost

Status: During 2005 the Crime Prevention Unit made contact with every active and inactive crime watch program to discuss programs the Police Department could help implement. Through this process, the Department has worked with the groups to improve communication with the Department and within the groups through the use of an e-mail system. The Department has also implemented the fleet watch program and reactivated the church watch program.

Action Item #4: Organize ten active community watch programs

Responsibility: Police Department

Timeframe: July 2006

Fiscal Note: Minimal direct cost

Status: The Police Department is working with 13 Neighborhood Watch Groups. Six are new programs, and seven are groups that had experienced decline in activity over the past years and have been reactivated.

D. *Objective: Strengthen preparedness for a major disaster*

Action Item #1: Partner with the Pitt County Red Cross to jointly provide training to the business community on emergency management and business survival from disasters

Responsibility: Fire-Rescue Department

Timeframe: September 2005

Fiscal Note: To be determined

Status: Changes in the administration at the Pitt County Chapter of Red Cross have required that a direct partnership with them be delayed. Efforts to educate the business community have continued, however, via efforts with the American Society of Safety Engineers, ECU's Global Education program, and six community-based events.

Action Item #2: Rewrite the City's Emergency Management Operations Guidelines

Responsibility: Fire-Rescue Department

Timeframe: July 2006

Fiscal Note: No direct cost

Status: Work is on schedule to complete the rewrite by July 2006. Efforts continue to ensure the revised plan is in concert with Pitt County, State, and Federal plans. On October 10, 2005 the City Council adopted the National Incident Management System (NIMS) by resolution. The City department/division heads have started their initial NIMS training.

9. **Goal: Develop Transportation Initiatives to Meet Community Growth and Ensure a Sustainable Community**

A. *Objective: Improve roads leading into and out of the City*

Action Item #1: Inventory condition of all State and City-maintained streets within the City

Responsibility: Public Works Department

Timeframe: September 2005

Fiscal Note: Direct cost estimated at \$75,000 for ITRE Street Condition Inventory Update

Status: A Pavement Condition Survey of City-maintained streets was completed in 1998. Firms capable of performing an update to the Street Condition Survey are being evaluated. A contract for conducting the updated Pavement Condition Survey for City streets will be presented to City Council by April 2006.

NCDOT has provided its 2004 Pavement Condition Survey for State maintained streets within the City. This information is being reviewed by Public Works staff and will be paired with the Pavement Condition Survey for City streets once completed. This will provide a comprehensive survey of all streets within the City. This will be used to program improvements to City Streets and identify State-maintained streets within the City that are in need of repair by NCDOT.

Action Item #2: Prioritize for improvement/repair based on condition survey

Responsibility: Public Works Department

Timeframe: December 2005

Fiscal Note: No direct costs. Priority established in-house on condition

survey

Status: This item will be completed after the updated inventory report has been completed, which is identified in the preceding Action Item.

Action Item #3: Develop schedule for repair of City-maintained streets (resurfacing program)

Responsibility: Public Works Department

Timeframe: December 2005

Fiscal Note: No direct cost. Schedule prepared in-house

Status: A schedule will be developed based on priorities established in the preceding Action Item. This will be the basis of the FY 2005-2006 Resurfacing Project.

Action Item #4: Meet with NCDOT to develop schedule for repair of State highways

Responsibility: Public Works Department

Timeframe: October 2005

Fiscal Note: No direct costs. Meeting and negotiations with NCDOT performed in-house

Status: NCDOT's County Maintenance Engineer has identified which State roads within the City of Greenville are scheduled to be resurfaced in the upcoming year. City staff is reviewing NCDOT's pavement condition report and will be making recommendations for consideration in their upcoming resurfacing project.

Action Item #5: Work with Greenville Urban Area MPO and NCDOT to promote construction of new roads

Responsibility: City Manager and Public Works Department

Timeframe: On-going

Fiscal Note: Will be direct reimbursable for some of these activities as part of the MPO Grant; otherwise, no direct cost.

Status: The Greenville Urban Area MPO reviewed the draft 2006-2012 State Transportation Improvement Program (STIP) and provided comments at the Regional TIP Public Hearing on May 10, 2005. A delegation from the Greenville Urban Area MPO met with NCDOT officials on May 26, 2005, to promote the area's most important transportation projects. The Board of Transportation adopted the 2006-2012 STIP on July

7, 2005, and the Greenville Urban Area MPO MTIP was adopted by the MPO in August 2005 and by NCDOT in September 2005.

NCDOT is currently drafting the FY 2007-2013 STIP based on the MPO's new priorities list adopted in October 2005. The FY 2007-2013 draft is expected to be available for review in March 2006 at which time the review process will be repeated for the FY 2006-2012 STIP.

B. *Objective:* *Develop initiatives/programs to reduce urban congestion*

Action Item #1: Conduct Congestion Management Study for the Greenville Boulevard/Memorial Drive Corridor

Responsibility: Public Works Department

Timeframe: September 2005

Fiscal Note: Estimated cost of study \$70,000 with \$56,000 reimbursable through MPO Grant.

Status: In June 2005, Stantec Consulting Services was awarded a professional services contract to perform a traffic congestion management study. Work is progressing and Public Works staff is currently reviewing preliminary recommendations. A final report with recommendations will be completed by March 2006.

Action Item #2: Meet with largest employers to discuss feasibility of staggered starts, and park and ride programs

Responsibility: Public Works Department

Timeframe: July 2005

Fiscal Note: No direct cost. Contact and discussions performed by in-house personnel

Status: A listing of largest employers, both public and private, has been developed. Employers are being contacted to ascertain their interest in developing/participating in programs to reduce congestion, such as park and ride, car-pooling, and/or staggered start times. Information has been gathered from other communities regarding similar programs. This initiative is expected to be complete by June 2006.

Action Item #3: Identify and prioritize most congested intersections and segments of road

Responsibility: Public Works Department

Timeframe: May 2005

Fiscal Note: No direct costs. Will work with in-house staff, NCDOT, and MPO to develop priority

Status: The Engineering Division has performed an analysis of signalized intersections and main thoroughfares located within the City. The most current traffic count data available was used to evaluate each intersection. A summary report identifying the most congested intersections and roadway segments has been prepared based on this information. This report will be used in developing recommended improvements, which will be pursued through the appropriate agency.

Action Item #4: Develop preliminary plans and cost estimates to improve the highest priorities

Responsibility: Public Works Department

Timeframe: December 2005

Fiscal Note: Will require direct cost in engineering design fees. Costs dependent on number and size of projects. Some portion of costs may be reimbursable through MPO. Costs will be leveraged with available NCDOT funds.

Status: The Greenville Boulevard/Memorial Drive Corridor Study will include the majority of the intersections identified in the preceding Action Item #3. This study will identify possible improvements and associated cost estimates. Further work on this Action Item will occur upon completion of the corridor study.

Action Item #5: Continue to pursue formation of a Public Transportation Authority

Responsibility: City Manager and Public Works Department

Timeframe: December 2005

Fiscal Note: No direct cost. Staff works with Pitt County, East Carolina University, and PATS

Status: Based on discussions between the City and County, a Working Group will be established to further develop the formation of a Public Transportation Authority. Formation of this Working Group has been delayed. It is expected the Working Group will be formed by February 2006 and will meet during the Spring of 2006. Status report on this group's work will be presented in August 2006.

Action Item #6: Amend the City's subdivision regulations to include specific requirements for street interconnectivity and development of a street collector plan

Responsibility: Planning and Community Development, and Public Works Departments

Timeframe: July 2006

Fiscal Note: No direct cost

Status: The Public Works Department is developing a street collector plan. The Planning and Community Development Department has prepared revised cul-de-sac/terminal street standards, which were approved by the Planning and Zoning Commission on January 17, 2006 with a City Council public hearing scheduled for February 9, 2006.

C. *Objective:* *Promote/lobby for state and federal funding for local transportation improvements*

Action Item #1: Continue to work through the Greenville Urban Area MPO to publicize and lobby for the most important transportation needs

Responsibility: Mayor, City Manager, and Public Works Department

Timeframe: On-going

Fiscal Note: No direct costs anticipated; 80% of incurred costs reimbursable through the MPO

Status: Greenville Urban Area MPO's Transportation Priorities were recently updated in preparation for the FY 2007-2013 State Transportation Improvement Program. The new priorities were presented to the governing boards of each member agency and ultimately to NCDOT for consideration in development of the State's Transportation Improvement Program. Promoting Greenville Urban Area MPO priorities to ensure proper state and federal funding will continue as NCDOT finalizes the FY 2007-2013 STIP.

Action Item #2: Work with NCDOT Board members and local legislative delegation to promote the most important transportation needs

Responsibility: Mayor and Council, City Manager, and Public Works Department

Timeframe: On-going

Fiscal Note: No direct costs anticipated; 80% of incurred costs reimbursable through the MPO

Status: Through the efforts of the Mayor and City Council in conjunction with the Greenville Urban Area MPO, direct contact with legislators, and work by The Ferguson Group, the City of Greenville has received significant federal earmarks. These earmarks include funds totaling \$3.1 million for greenway development, \$7.1 million for the Tenth Street Connector Project, and \$2.98 million for Public Transportation. With these earmarks, work has begun or is continuing on major projects within these funding categories.

10. **Goal: Maintain the Financial Stability of the City**

A. *Objective: Improve the format of financial information decision-making*

Action Item #1: Re-format the budget to a two-year budget that includes more allocations of cost back to the departments to include vehicle maintenance, telephone and radio maintenance and other costs that can be allocated to departments or enterprise funds

Responsibility: Financial Services Department, Information Technology Department, City Manager, and Public Works Department

Timeframe: July of 2005, first draft of a new budget manual complete. Decisions and allocations to departments prior to June, 2006 for direct cost of service.

Fiscal Note: \$45,000 for a new user fee study and cost allocation plan plus \$10,000 for a more professional budget document with summary budget pamphlets.

Status: A new budget manual reflecting procedures to be followed for a two-year budget process was completed in November 2005 and presented to departmental staffs in two work sessions. On November 10, 2005 the City Council approved a two-year budget schedule for FY 2006/2007 and FY 2007/2008. Funds were not approved in the FY 2005/2006 budget for a user fee study and cost allocation plan, so these parts of this Action Item will not be done in fiscal year 2005-2006. A vehicle replacement fund has been established for the replacement cost of vehicles and equipment maintained by the Garage Division of Public Works.

Action Item #2: Create staff investment committee to monitor investments, maximize interest earnings, review the investment policy, and provide direction regarding long-term investments

Responsibility: City Manager and Financial Services Department
Timeframe: February 2005
Fiscal Note: No direct cost

Status: The City Manager created the Investment Committee and the first meeting was held on February 24, 2005. The Committee includes the City Manager, Deputy City Manager, Director of Financial Services, and Financial Services Manager. The Committee now meets monthly. The City's Investment Policy is being reviewed and a revised draft will be presented to City Council by March 2006. Beginning in March 2005 the City Council started receiving monthly investment reports.

B. *Objective:* *Maintain excellent credit rating of AA*

Action Item #1: Adopt new Financial Policy Statement

Responsibility: Financial Services Department and City Council
Timeframe: July 2005
Fiscal Note: No direct cost

Status: The City has maintained its excellent credit rating by having a successful audit for FY 2004/2005 and receiving the Certificate of Achievement for Excellence in Financial Reporting for the 16th consecutive year. A new Financial Policy Statement has been put on hold for review and coordination with Greenville Utilities Commission's new Chief Financial Officer.

Action Item #2: Send the rating agencies updates of policies and procedures. Schedule visit with rating agencies every three years. Call them semi-annually to verbally let them know how the City is doing.

Responsibility: Financial Services Department
Timeframe: November 2005, new policy and plans for the \$20.8 million in GO Bonds. July 2005, new fiscal year budget adopted – email and communicate highlights of the new budget to Moody's and Standard & Poor's analysts. On-going communication
Fiscal Note: \$10,000 in travel to New York once every three years

Status: The City borrowed a total of \$8,000,000 for Greenville Utilities Commission with \$4,000,000 for a dewatering facility for the sewage plant, \$1,343,000 for reimbursement for purchasing a portion of the Bell Arthur Water System, \$1,500,000 to upgrade and relocate a transmission line along Fire Tower

Road, and \$1,157,000 for the Winterville electric substation upgrade. As the City begins the nine-month process to issue the November 2004 approved general obligation bonds, Financial Services will schedule a visit in August 2006 prior to the scheduled issuance in October 2006 of the new bonds. Financial Services staff have spoken with the rating agencies at least twice over the last year as GUC issued new debt.

C. *Objective: Long-term financial plans for capital spending*

Action Item #1: Propose new Certificates of Participation and new alternatives for leasing vs. buying equipment annually. Develop a formal vehicle replacement plan.

Responsibility: Public Works and Financial Services Departments

Timeframe: March 2006

Fiscal Note: To be determined

Status: A Vehicle Replacement Program has been developed through a joint effort of Public Works and Financial Services. The program will be proposed for the first time as part of the upcoming budget process. This will establish a steady funding source for the purchase of replacement vehicles using existing funding. When implemented, the City will no longer need to borrow money through lease purchase programs to replace vehicles having reached their useful life. Any future Certificates of Participation will be considered during the Capital Improvement Program review process.

Action Item #2: Analyze Amendment One options for the City to finance some capital needs

Responsibility: Financial Services Department

Timeframe: March 2007

Fiscal Note: No direct cost

Status: Discussions on this financing option continue with the City's Financial Advisors and Bond Counsel. Also, monthly the Director of Financial Services meets to get updates from the Planning and Community Department on redevelopment financial needs.

Action Item #3: Work with Pitt-Greenville Convention and Visitors Authority to develop a reserve policy for identified projects or capital needs

Responsibility: Financial Services Director

Timeframe: December 2005

Fiscal Note: No direct cost

Status: A reserve policy for identified projects was adopted at the March 10, 2005 CVA meeting.